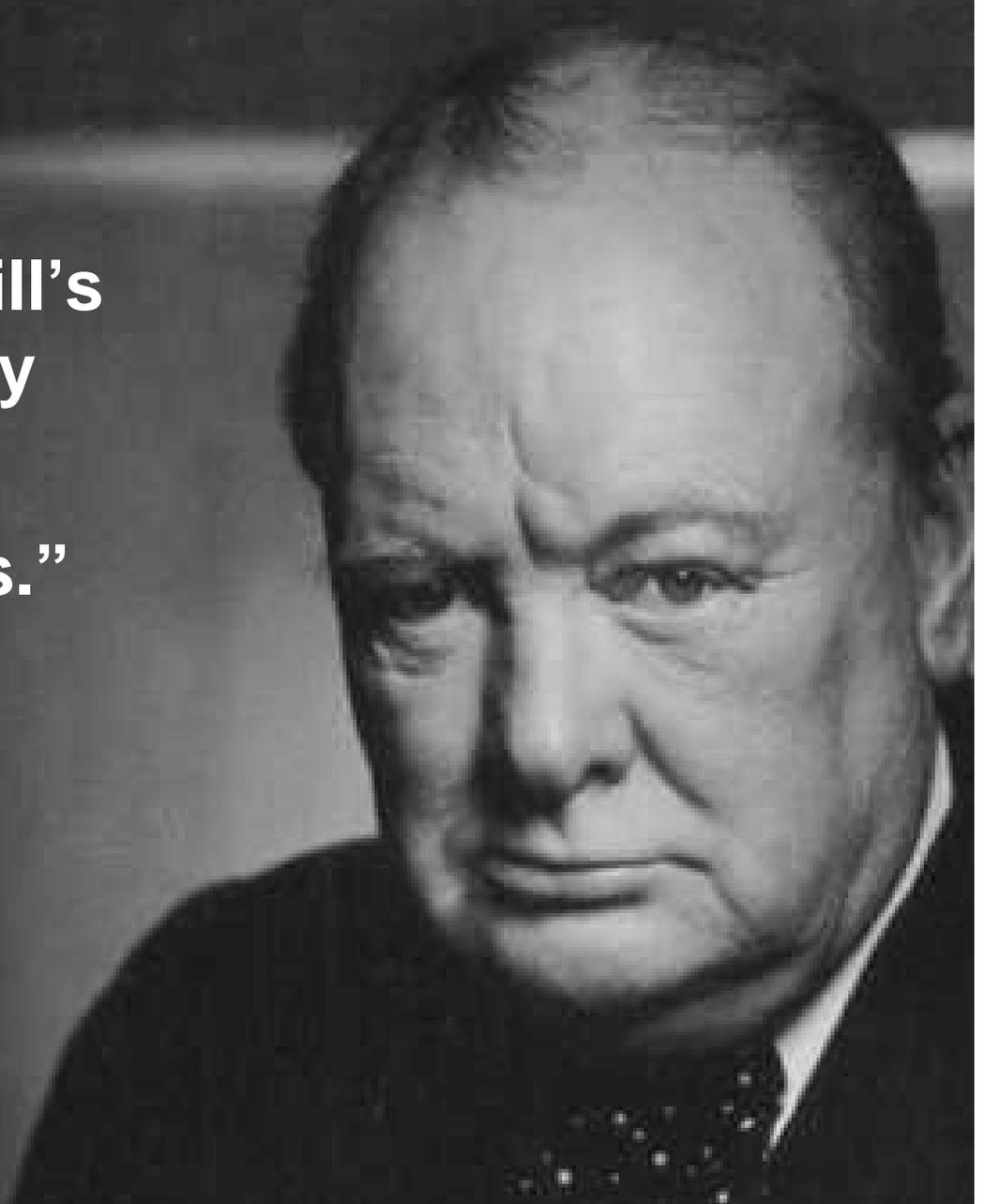


**“Maintaining
Sir Winston Churchill’s
Leadership Legacy
for the Benefit of
Future Generations.”**

Ian Hutchison

**Churchill Leadership Ltd.
52 Upper Brook Street
LONDON
W1K 2BU**





Churchill Leadership Workshop

‘Visionary Leadership’

Ian Hutchison





Objectives

Introduction to Churchill Leadership

&

Overview of the Module – ‘Visionary Leadership’

Handout



Churchill Leadership Ltd.

A worldwide education and business Leadership training Organisation, with offices in the USA and London, focused on:

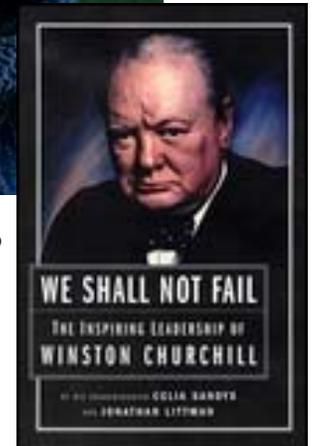
“Maintaining Sir Winston Churchill’s Leadership Legacy for the Benefit of Future Generations”

□ Founded in 2003 by Celia Sandys

■ Author of

“We Shall Not Fail... the Inspiring Leadership of Winston Churchill”

■ Winston Churchill’s granddaughter





Inspiration for Today's Leaders



“...there is nothing more inspirational than the speeches and reflections of Winston Churchill...”

Rudolph Giuliani, former Mayor of New York

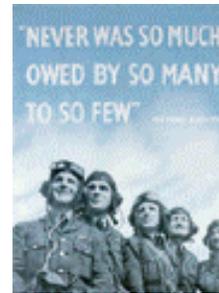


Who Was Winston Churchill?





Who Was Winston Churchill?





Who Was Winston Churchill?

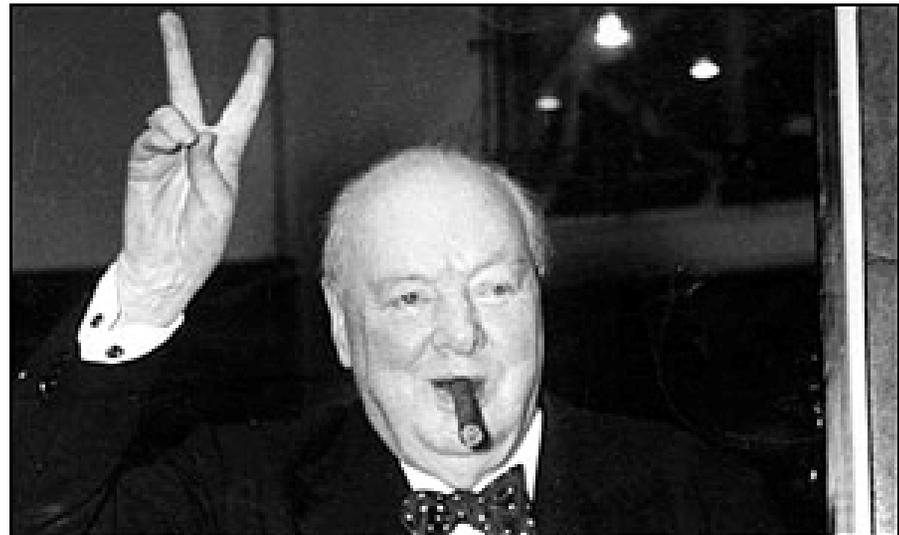
Key characteristic of Winston Churchill was his ability
to inspire others

- Consider the following:
 - Europe had succumbed to Hitler; the British people wanted “appeasement” to avoid devastation
 - During the height of the London bombing, civilian casualties hit 6,000 people a day
 - The UK had experienced some major military defeats
 - He had not yet gained agreement from the US to enter the war.



Who Was Winston Churchill?

- ❑ Yet, Churchill inspired a nation, perhaps the world, to continue to endure the suffering and fight on
- ❑ Churchill inspired confidence in the ability to win
- ❑ Churchill inspired people to make unusual sacrifices to achieve his well communicated vision.





Who Was Winston Churchill?

Inspiring Leader

- ❑ “Man of the Year” for Time Magazine, 6/1/1941
- ❑ “Man of the Half Century” for Time Magazine, 2/1/1950
- ❑ No.1 Leader in the millennium edition of Time Magazine
- ❑ Voted “Greatest Briton ever”, by BBC poll 1999
- ❑ AOL Survey: *‘all-time inspirational hero’* – March 2006.





Honorary US Citizens



Lafayette
French Soldier & Statesman
1757 - 1834

**Humanity has won its battle.
Liberty now has a country.**
—Lafayette



In 1777 he was assigned to the staff of George Washington as a Major General to fight in the revolution against the British. Served with distinction. After the British surrender at Yorktown, he returned home to Paris and had become a hero to the new nation.



Inspiration for Today's Leaders?

When asked “What leaders do you admire?”
Larry Ellison responded: **“Certainly Winston Churchill was
one of the greatest people in the twentieth century.”**

CEO of Oracle

When asked, “If you could be any part of history?”
Pete Magowan replied: **“My favorite guy in history
is Winston Churchill.”**

President of SF Giants Baseball, former CEO of Safeway



Inspiration for Today's Leaders

“Winston Churchill was one of the most
progressive leaders the world has ever seen.”

Nelson Mandela



His Life

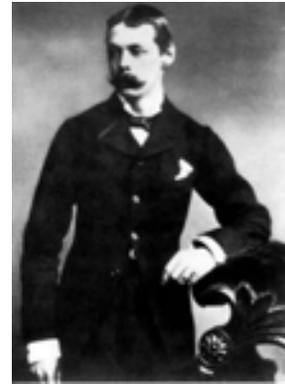




Parents



**Jennie Jerome
(1854-1921)
Born in Brooklyn**



**Lord Randolph Spencer Churchill
(1849-1895)**

"If my father had been American and my mother British, instead of the other way round, I might have got here on my own."

His first address to the U.S. Congress in 1941



Politician



Member of Parliament 1900 @ age 26 – Over 60 years

- Colonial Undersecretary 1905-1908
- President of the Board of Trade 1908-1910
- Home Secretary 1910-1911
- First Lord of Admiralty 1911-1915
- Minister of Munitions 1917-1919
- Secretary of State for War and Air 1919-1921
- Colonial Secretary 1921-1922
- Chancellor of the Exchequer 1924-1929
- First Lord of the Admiralty 1939-1940
- Prime Minister 1940-1945
- Prime Minister 1951-1955



Military Officer

- ❑ Graduate of RMA Sandhurst (1895)
- ❑ Rode in last British cavalry charge
At Omdurman in Sudan (1898)
- ❑ War Hero in Boer war (1899)
 - Boer war as war correspondent
 - Rescued soldiers, was captured and escaped
- ❑ WWI Officer – Trench warfare
- ❑ Held multiple political offices connected with military





Great Orator

“Never in the field of human conflict was so much owed
by so many to so few.” Winston Churchill, 1945

“Never... was so much owed by so many to the
words of Winston Churchill.” Washington Post, 2001

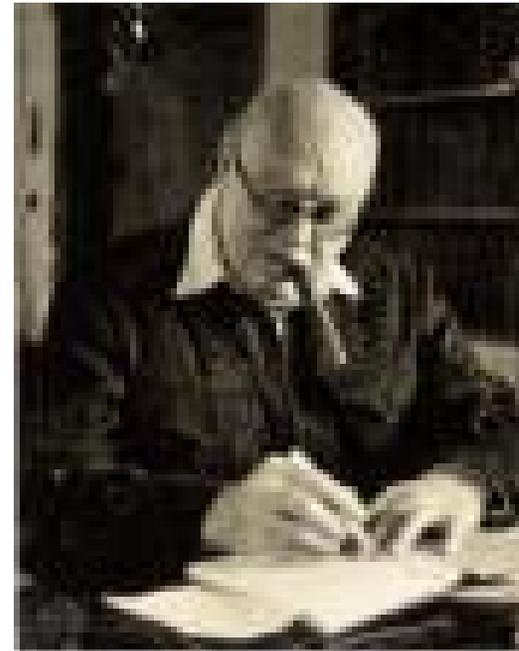




Distinguished Author

- ❑ Winner of the Nobel Prize for Literature (1953)

- ❑ Author of: 44 books
800 Articles
Speeches
(18 volumes published)





Builder of Alliances

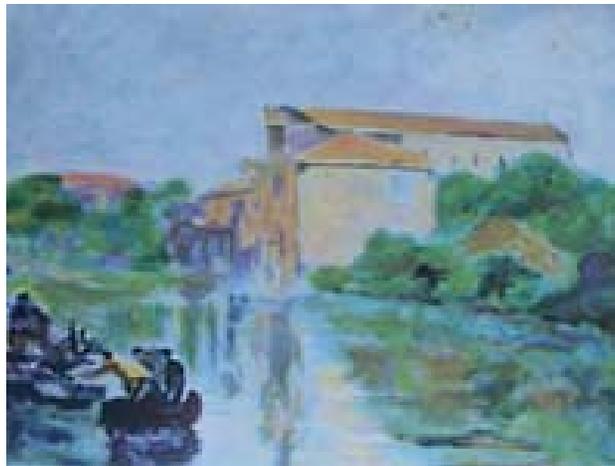
- ❑ A Difficult Stalin
- ❑ A Reluctant Roosevelt
- ❑ Members of a divided Parliament
- ❑ Internal team of personal staff





Churchill - the man

- ❑ Husband – “Pug and Kitten”
- ❑ Father – five children
- ❑ Grandfather – “beloved Grand Papa”
- ❑ Painter
- ❑ Traveller
- ❑ Unique





Who was Winston Churchill?

Winston Churchill was human, with human failings –

- ❑ Experienced public defeat / failure
 - The disastrous Dardanelles campaign in 1914
 - His “Wilderness Years” in 1930’s
 - Lost the 1945 General Election
- ❑ Controversial in public affairs
 - Suffragettes – Pankhurst family
 - Irish - Black and Tans
 - Miners – Safety & working hours
- ❑ Controversial in his private affairs
 - Smoker - Cigars
 - Drinker – Scotch, Champagne
 - Dictating in his bathrobe





Learning from Churchill





Learning from Churchill

**Leadership Principles
and
Specific behaviours**



Visionary Leadership

Inspiring Others to Action

The Power of Communication

Taking Action and Getting Results

Championing Change & Innovation

Courage & Integrity

Building Alliances

Passion & Determination



Learning from Churchill

**“Leadership is using your personal power
to win the hearts and minds of people
to achieve a common purpose”**

The Leadership Trust



Learning from Churchill

“The conference theme, ***Leading The Way To A Safer Nation***, is to remind us that leadership can be exhibited at all levels. Whether it’s from a line level officer taking charge of an incident in a neighborhood, to a Chief or Sheriff managing a Department, or a concerned citizen, we all have an opportunity to be a leader”.

Carl R Peed

Director

Office of Community Orientated Policing Services



Learning from Churchill

Leadership is about Behaviour.

You can't talk your way into leadership, you must demonstrate it with your actions... your behaviour.

You know it when you see it!



Learning from Churchill

Leadership is about You.

Leadership is finding the leader within yourself.



Learning from Churchill

Core Beliefs:

- Leadership is about **your behaviour.**
- Leadership is about **you.**
- Leadership skills **can be developed.**



Learning from Churchill

Authentic Power

Inspire

Individual chooses to follow

Vision-based

Internally controlled

Positional Power

Use of force

Rules

Fear-based

Externally controlled



Learning from Churchill



‘...I felt as if I were walking with destiny, and that all my past life had been but a preparation for this hour and for this trial.’

10th May 1940

King George VI invited him to become PM



Module

‘Visionary Leadership’



Visionary Leadership

By the end of this module you will be able to:

- ❑ Describe the Churchillian Principles of Visionary Leadership
- ❑ Provide visionary leadership to your organisation / team
- ❑ Reference examples of visionary leadership from Churchill and from current leaders
- ❑ Develop specific visionary leadership action plans for your environment to increase clarity of purpose and united efforts
- ❑ Assess your current visionary leadership skills.



Module Structure

- ❑ **Churchill Leadership Principles**
 - Specific behaviours that exemplify visionary leadership
 - Disciplined and time proven
- ❑ **Examples from Churchill and current leaders**
 - Real-life models
 - Behaviours, not just theory
- ❑ **Application to your environment**
 - Team and individual exercises
 - Interactive sessions
 - Sharing of successes and lessons learned
- ❑ **Self-assessment and creation of an activity plan.**



Motivation & Visionary Leadership

What motivates members of your team?

Financial reward
Recognition
Sense of Achievement
Promotion

What motivates YOU?



Motivation & Visionary Leadership

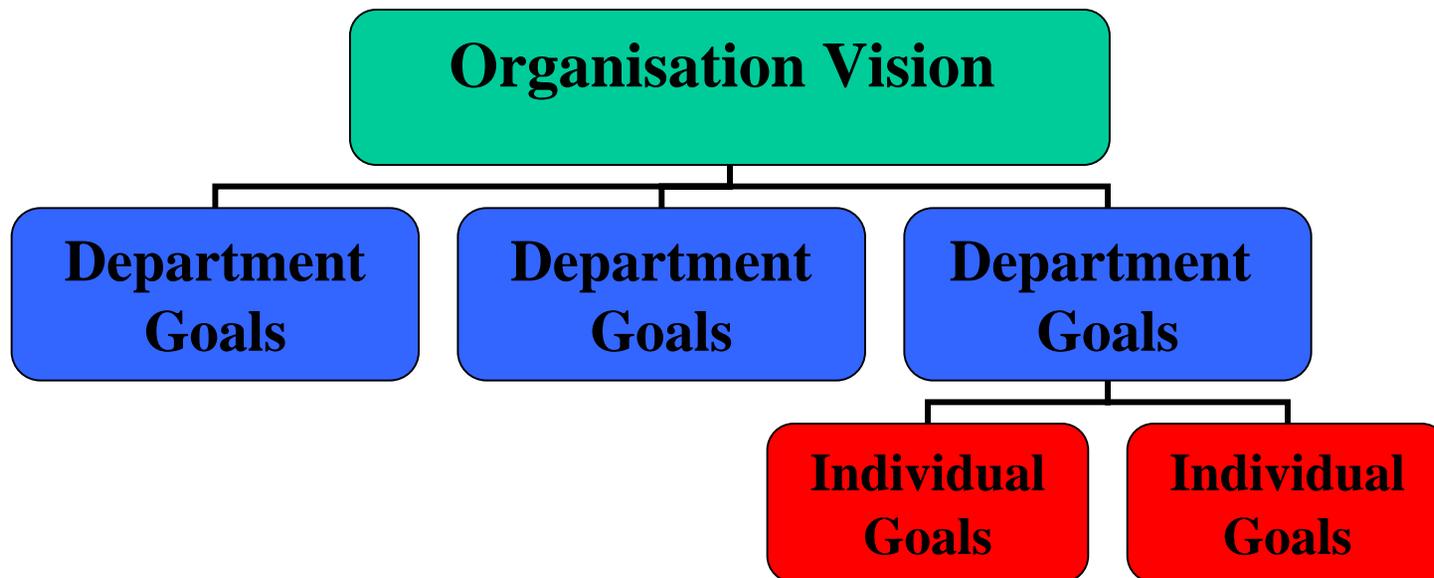
Motivated Employees:

- ❑ Understand the present condition, the immediate goals, and have a vision for a future that is better
- ❑ Understand how their work contributes to the goals
- ❑ Believe there is hope in achieving the goals
- ❑ Believe that the necessary effort will be “worth it”.



Organisational Visionary Leadership

Cascading Vision and Goals

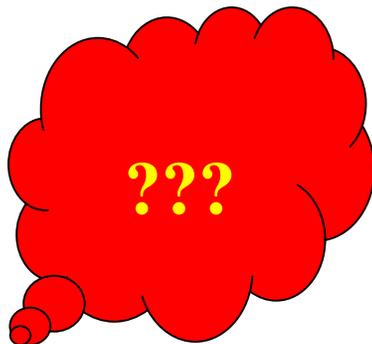




Visionary Leadership

Leaders provide an understanding of the present condition and a offer a vision for a better future.

“Situational Vision”



Vision – Better Future
Goals
Actions



What is Visionary Leadership?

Visionary Leaders:

- Answer the questions
 - “Where are we going?”
 - “What are we trying to do?”
 - “Why?”
- Inspire others to action with a common vision
- Respond to current situations with vision in mind
- Keep the team tactical actions in alignment with organisational strategic goals
- Anticipate what will be needed



Churchill Principles for Visionary Leadership

- ❑ **Share the current realities accurately**
- ❑ **Invoke an image of a better future**
- ❑ **Answer “where we are going?” and allow others (specialists) contribute**
- ❑ **Anticipate what will be needed**
- ❑ **Use vision to guide your tactical decisions.**



Churchill's Example as Visionary Leader

Churchill's speech to House of Commons, after becoming Britain's Prime Minister in May 1940

"Blood Toil, Tears and Sweat"

Listen for:

- Sharing current realities
- Provide a better future
- Where are we going
- Anticipate what will be needed





Analysis of “Blood Toil, Tears and Sweat”

- ✓ Share the current realities accurately
- ✓ Invoke an image of a better future
- ✓ Answer “where we are going” and allow others (specialists) to contribute
- ✓ Anticipate what will be needed
- Use vision to guide your tactical decisions.



Churchill's Example as Visionary Leader

Churchill speech on 4th June 1940, House of Commons

Listen for:

- ❑ **Sharing of the current reality**
- ❑ **Providing a better future view**
- ❑ **Answering what are we going to do**





Analysis of House of Commons Speech

- ✓ Share the current realities accurately
- ✓ Invoke an image of a better future
- ✓ Answer “where we are going” and allow others (specialists) to contribute
- ✓ Anticipate what will be needed
- Use vision to guide your tactical decisions.



Business Visionary Leadership

Steve Ballmer, CEO of Microsoft, September 2003
From a speech on internet security in Santa Clara, CA:

***“Innovation or Stagnation: the Technology Industry
at Crossroads.”***

Look for:

- Better view of the future.
- What Microsoft is planning to do.
- Anticipation of what will be required from others



Analysis of Steve Ballmer's Speech

- ✓ Share the current realities accurately
- ✓ Invoke an image of a better future
- ✓ Answer “where we are going” and allow others (specialists) to contribute
- ✓ Anticipate what will be needed
- Use vision to guide your tactical decisions.



Visionary Leadership

Baroness Valerie Amos

Valerie Amos was the first black woman Cabinet Minister, first black woman peer and recently appointed Leader of the House of Lords. Created a life peer in 1997 she is a 'working peer' and is currently **Secretary of State for International Affairs.**

Look at the structure of one of her speeches to the EEC on her **Vision:**

**European Development Cooperation to 2010:
What scenarios for the future?**

Dated 9 July 2003



Baroness Valerie Amos

Section headings of her speech :

- **Context**
 - Millenium Development goals
 - Europe's Key Role
 - **Current Situation**
 - **Two Key Challenges**
 - Scenarios

- **Vision for the future**

- **Roadmap**

- Conclusion

Share Current Realities accurately:

“the EU spent €7.7b but it spent 169 times more per person in the Middle East and North Africa than on South Asia, or 18.2 times more than sub-sahara Africa, the two regions where most of the poor live”

“... but we need to go further, be more ambitious. There are 2 key challenges – implementation of a coherent devt policy ... and a devt co-operation system that works effectively”

...my **Vision for the future** ...

- High priority given to Millenium Devt Goals
- Policy coherence to be top of the agenda
- Focus more on large numbers of poor people
- Efficient aid delivery

She outlined “**Where are we going?**” :

1. Enlargement
2. Convention
3. Finance
4. New Commission



Team Exercise - Applying the Principles

The new IT System ...

You have just been informed that a new IT system is about to be introduced to your department. The long term benefits will be significant; a great deal of paperwork and time will be saved and the entire operating system will become more efficient. You are excited about the new project, you have been lobbying for this for quite some time. You have done a considerable amount of research about the best system to select and are particularly pleased that your recommendations have been followed. You therefore feel a great sense of ownership and responsibility.

At the same time you are aware that to implement this new process will require a considerable amount of re training. During the period when people are becoming familiar with the new system the savings on time could be minimal – in fact workload could increase in the short-term. The benefits of this new system might therefore not be visible for some time and due to the amount of work involved the entire implementation process could be met with some hostility. You are also aware that there have been negative rumours about the possibility of what the new IT system would be used for – namely that people are fearful that once the system is operational it will result in staffing cuts.



Team Exercise - Applying the Principles

Prepare a Visionary Message using the Churchillian Principles:

You need to motivate your team to cooperate with the implementation of the new IT System:

Two goals:

- ❑ To get your team to embrace the positive benefits of the new system
- ❑ To be motivated to spend time on training, reassuring them that a more efficient operating system will not threaten jobs

Where do you start?

What needs to be included in your message?



Remember to use the Churchill Principles

- ❑ **Share the current realities accurately**
- ❑ **Invoke an image of a better future**
- ❑ **Answer “where we are going?” and allow others (specialists) to contribute**
- ❑ **Anticipate what will be needed**
- ❑ **Use vision to guide your tactical decisions.**



Visionary Leadership Example

I am very happy to announce that the budget has finally been approved for the implementation of a new IT system throughout the division. As many of you know this is something I have been requesting for quite sometime and something I have researched very thoroughly. I am naturally delighted to be informing you that not only will we be implementing the system but following my recommendation we will be installing 'JCN' software. Obviously it will take time for everyone to familiarise themselves with the new system and I would like to reassure you all that we will be providing excellent training and support to expedite this process, the details of which I will come to in a moment

I believe 'JCN' offers us the very best solution available in terms of efficiency, ease of use and ease of understanding, in my view it is the most advanced process on the market. I am thrilled that it has been selected.

The new software will be delivered next Tuesday and we intend to introduce it on a department by department basis. We will be providing a thorough and comprehensive training programme for all staff. We don't want anyone to become overwhelmed. The success of this implementation will be dependent on your commitment to undergo this training and willingness to participate in the sometimes arduous but very necessary learning curve of a new system. Like any new process I am sure we will face our share of initial hick-ups. However, the support and backup we have available is exceptional. All of our trainers have implemented this process in departments/divisions which are almost identical to ours and people have been impressed by how quickly and smoothly the implementation process has been achieved.

Once operational, the long term benefits are going to be considerable. Every one of you will have 24 hour wireless access to the entire data base and as most of you are field operatives this will save considerable amounts of time. I am asking each of you to embrace this with as much enthusiasm as myself. You have my personal assurance that not only will your daily operations be greatly improved and enhanced, each one of you is going to become more efficient and effective than you ever thought possible! I wish to reassure you that in no way will this result in a shrinking of staff our aim isn't for technology to replace people but for people to become more effective as a result of technology. Good Luck!



Individual Exercise – Your Team

Describe your current realities

- No marketing spin
- Make sense of recent events
- Clear up any confusion

Provide a better future view

- What are you trying to do?
- What are the goals?
- What does success look like?



Personal Journal

- ❑ Additional component to the classroom experience
- ❑ Self-Assessment for each leadership skill and leadership characteristic
- ❑ Opportunity to create your own leadership development plan



Personal Journal

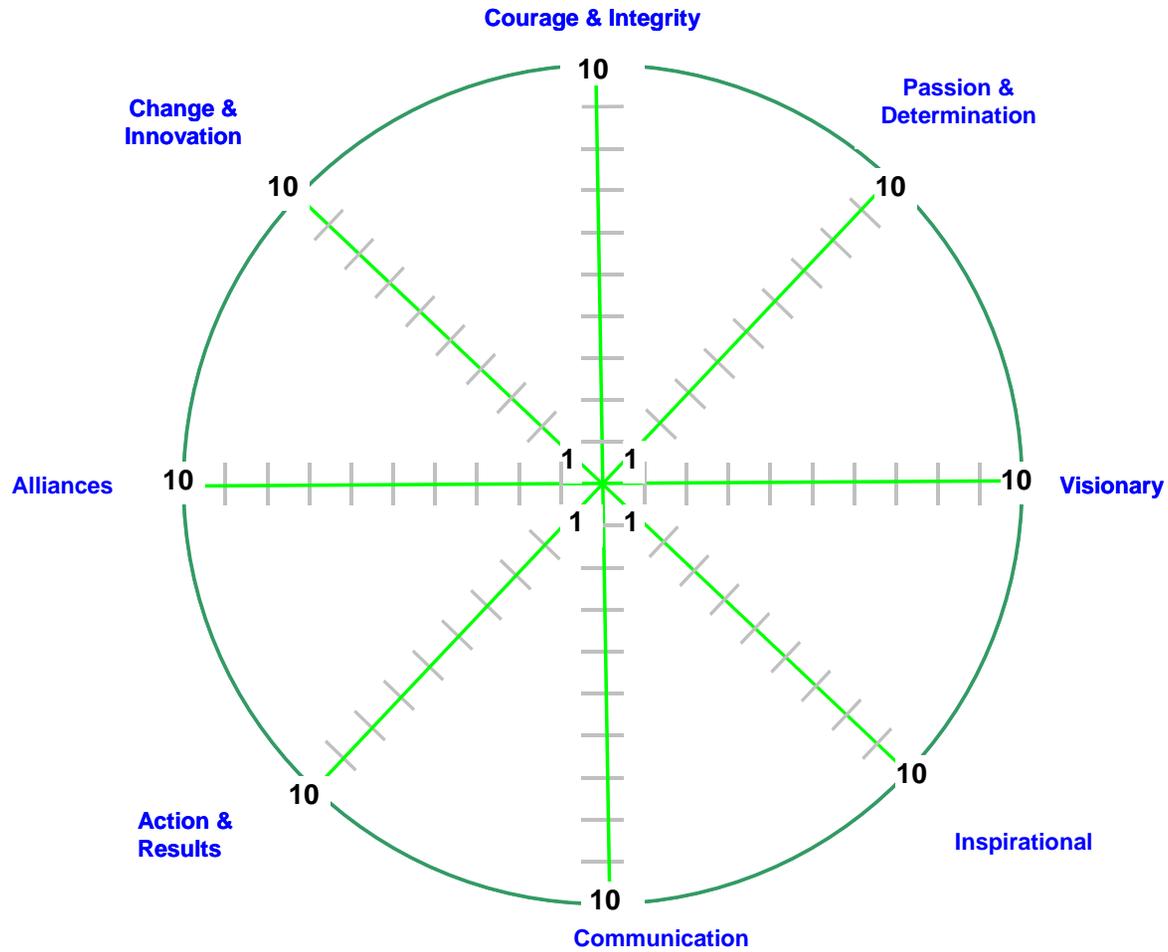
Visionary Leadership (10 Questions)

Rate the following statements on a scale of 1 - 5 where 1 = totally disagree, 2 = somewhat disagree, 3 = neither agree nor disagree, 4 = somewhat agree and 5 = totally agree.

- 1. I can explain the current realities of my organisation. I understand where we are now.** **1 2 3 4 5**
What actions can I take to make this clearer to me?
- 2. I can explain my organisation's vision – I know what we are trying to achieve.** **1 2 3 4 5**
What actions can I take to make this clearer to me?
- 3. I understand how my role and my team's role contribute to the organisations goals?** **1 2 3 4 5**
How do I / my team contribute to the organisation's goals?
What actions can I take to make this clearer to me?
- 4. I have communicated to my team 'what we are trying to achieve?'** **1 2 3 4 5**
When? How? How often? What would the team say?

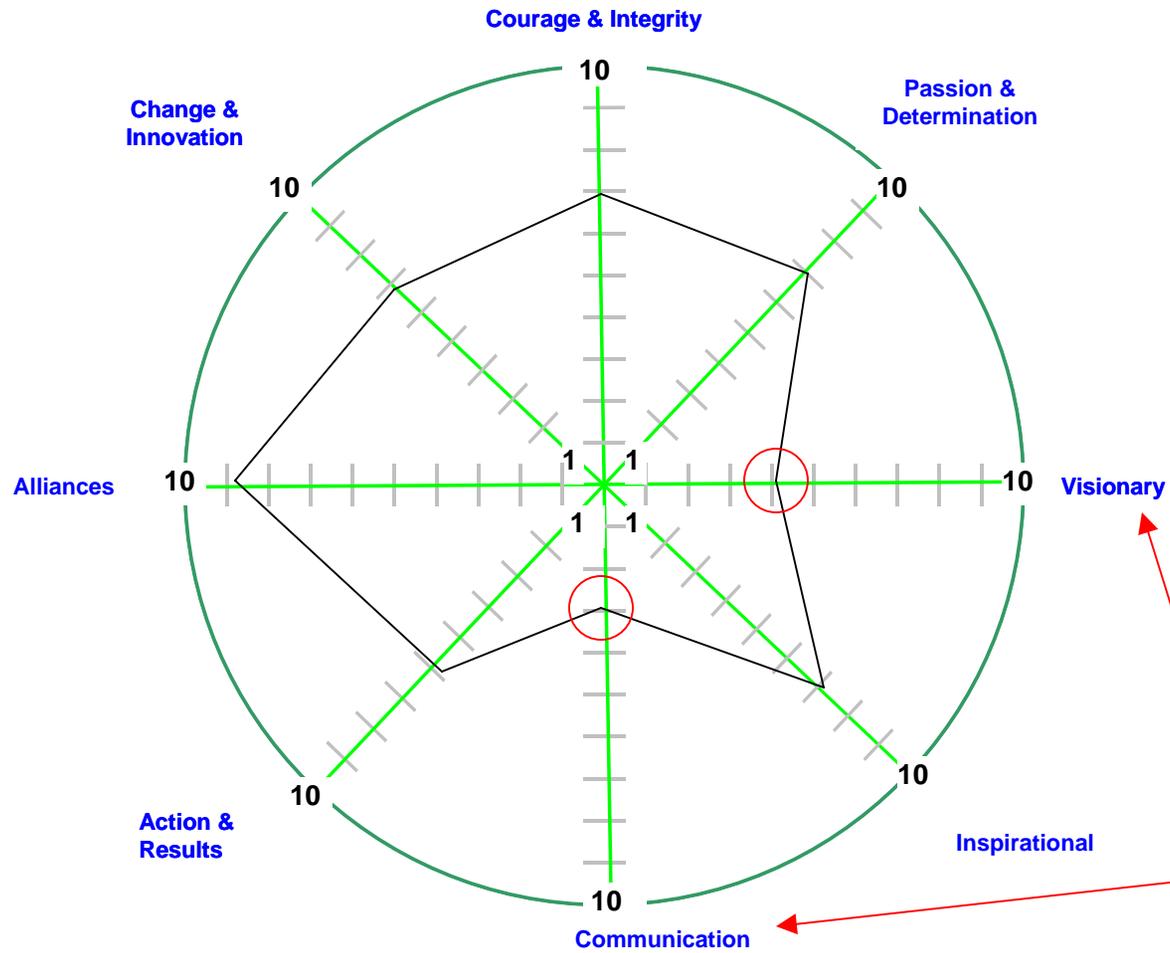


Personal Assessment – A visual view





Personal Assessment – A visual view



Select your two lowest scores



Churchill's sense of Humour

- “Must you fall asleep when I am speaking.”

“No Sir, it’s purely voluntary”

- “If you could not be who you are, who would you like to be?”

“Mrs Churchill’s second husband”

- “Hey fatso, where’s the john?”

**“Down the corridor, turn left...It’s marked ‘Gentlemen’,
but don’t let that put you off!”**



Summary

Introduction to Churchill Leadership

&

Overview of the Module – ‘Visionary Leadership’



The End?

**“This is not the end. It is not even the beginning of the end.
But it is, perhaps, the end of the beginning.”**